Welcome
HR Professionals and Change Agents

Civil Service Reform (CSR)

Training Overview and

Mapping Event

August 2, 2004

8:30 A.M. - 4:00 P.M.

Purpose & Objectives

To provide an overview of

CSR training course outlines.

- Present training course outlines
- Introduce mapping exercise / data collection tool
- Share coordination of HRMS/CSR training schedules
- Solicit feedback from you!

Category Courses We Will **NOT** Cover Today

- **Leading and Adapting To Change**
- **Thinking Competitively**
- **Labor Relations**
- **Performance Management** *

Select course titles will be presented from this category

CSR Training Overview and Mapping Event
Agenda
August 2, 2004

Morning Session
8:30 - 12:00

Welcome
- Civil Service Reform
- Purpose & Objectives for Today
- Agenda Review

Management Relations

Competencies

Recruitment, Selection, Appointments & Affirmative Action

Performance Management

Afternoon Session
12:00 - 4:00

LUNCH
12:00 - 1:30

Job Classification & Compensation

Washington State Leadership Cadre Development

Wrap-Up
- Data Collection Tool
- What's Next
- Feedback Plus/Delta

Networking Opportunity
Informal opportunity for you to talk one-on-one with DOP staff.

Management Relations

Orientation To Civil Service Reform

Basic Structure, Rules, and Appeal Process in our New Flexible System

Training Planning Tool Reference: Page 4

This course will answer your questions about the new personnel system. Participants will understand key concepts in the following areas:

- Competencies
- Recruitment & Appointments
- Classification & Compensation Plans & Rules
- Performance Management & the Positive Discipline Approach
- Employee Training & Development
- Layoff & Separations
- Appeals

Audience: Highly recommended for HR Professionals and Non-represented Employees

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 1 Day

Competencies

How Competencies Fit into CSR

Training Planning Tool Reference: Page 2

This session will provide an understanding of the purpose and benefits of using competencies as a foundation in human resources management. Participants will:

- Learn the definition of competencies.

- Understand the competency model being used by the State.

- Learn how competencies are used in the creation of job specifications and positions; recruitment and selection; performance management; training and development; recognition and reward; and corrective and disciplinary action.

- See examples of competency use throughout a cycle of job creation, hiring, and management.

Audience: Highly recommended for HR Professionals, Managers & Supervisors, and Employees

Delivery Modality: Webcast

Instructor: DOP Staff

Length: Approximately 30 minutes

Determining Competencies Through Job Analysis

Training Planning Tool Reference: Page 2

This course will give you a clear understanding of the use of competencies in our new Personnel System. Participants will learn:

- How competencies are the key thread that ties together recruitment & selection, training & development, classification & pay, and performance management

- What competencies are and the different types of competencies

- How to determine competencies using job analysis

- Techniques for conducting an effective and legally defensible job analysis that provides the right information to help the HR professional with a wide range of activities, from recruitment and selection to performance management.

Audience: Highly recommended for HR professional and Managers & Supervisors

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 1 Day

Recruitment, Selection, Appointments & Affirmative Action

Getting from Zero to One:
Elements of a Successful Recruitment and Selection Plan

Training Planning Tool Reference: Page 3

This course will focus on the key elements of recruitment and selection planning to effectively fill job openings. Participants will learn:

- The importance of having a plan and how to map it out from start to finish

- Tools to aid in recruitment planning

- How to analyze and define the key position competencies (skills, talents, willingness)

- Items to proactively consider before you make candidate contact

- How to effectively recruit when there is not a pool of viable candidates available

- How to effectively screen an applicant pool to mine viable candidates

- How to determine when to use various types of selection tools

Audience: Highly recommended for HR Professionals (and Managers & Supervisors if decentralized)

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 1 Day

Building a Talent Pool: Candidate Sourcing

Training Planning Tool Reference: Page 3

This course will teach you successful techniques to find the talent to fill vacancies with your organization. Participants will learn:

- What sourcing is
- How to make sure of the hiring manger's needs
- Techniques for successful sourcing
- Screening candidates
- Recruiting candidates
- How to compile candidate information
- Sourcing do's and don'ts

Audience: Highly recommended for HR Professionals (and Managers and Supervisors if decentralized)

Prerequisite: Determining Competencies Through Job Analysis

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 1 Day

Screening and Selection Tools

Training Planning Tool Reference: Page 3

This course will teach you how to develop, as well as when and how to use a variety of candidate screening and selection devices.

Participants will learn:

- How to analyze and determine key position competencies

- How to develop and use several screening/selection tools such as:
  - resume screening
  - supplemental questionnaire
  - telephone screen
  - performance exam
  - behavioral-based interview
  - reference check

Audience: Highly recommended for HR Professionals (and Managers and Supervisors if decentralized)

Prerequisite: Determining Competencies Through Job Analysis

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 1 Day

Recruitment/Selection and Appointment Rules

Training Planning Tool Reference: Page 3

This course will help participants with

- WAC Chapter 357-16 (Recruitment, Assessment and Certification)
- WAC Chapter 357-19 (Appointment and Reemployment)

Participants will learn:

- To use the flexibility of new rules that allow you to conduct position specific recruiting
- To use and identify competencies that fit specific position duties/responsibilities
- How the selection funnel and certifications will work
- Other staffing options
- The purpose of probationary and trial service periods and what can be done if employees are not measuring up
- Reversions
- In-training
- Nonpermanent appointments

Audience: Highly recommended for HR Professionals (and Managers and Supervisors if decentralized)

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 5 Hours

Full Life Cycle Recruiting

Training Planning Tool Reference: Page 3

This course will help you find, assess, interview and select candidates including use of the INET e-recruit tool.

Participants will learn:

- To determine what steps should be taken when a vacancy occurs within your organization
- Tools to aid in recruitment planning
- Effective use of existing candidate pool
- How to develop a requisition/job posting
- Certification of names in accordance with new WACs
- Candidate tracking
- Screening and selection tools
- Making the offer
- Documentation

Audience: Highly recommended for HR Professionals (and Managers and Supervisors if decentralized)

Prerequisite: Determining Competencies Through Job Analysis

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 1 Day

Recruitment and Selection for Managers

Training Planning Tool Reference: Page 3

Focuses on orienting hiring managers to find, assess, interview and select candidates in accordance with the new process and rules.

Participants will learn:

- The manager's role as a talent scout
- What steps should be taken when a vacancy occurs
- The manager's role in recruiting
- The hiring funnel and candidate certifications
- Other staffing options
- Screening/selection tool use
- The offer
- Making the first few days count
- The probationary and trial service period

Audience: Highly recommended for Managers and Supervisors

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 1 Day

Performance Management

Positive Discipline

This course will provide an overview to approaches of discipline that are not monetary in nature.

Participants will learn how to use positive discipline to:

- Maintain the employee-supervisor relationship
- Set employee expectations
- Place accountability for performance on the employee

Audience: Highly recommended for HR Professionals and Managers and Supervisors

Delivery Modality: Instructor-led Classroom

Instructor: TBD

Length: TBD

Performance Management Confirmation

Training Plan Tool Reference: Page 6

The Client and Employee Relations Services Division (CERS), will provide organizations with customized consulting services to assist organizations:

- In understanding the confirmation process

- In understanding the opportunities and challenges in factoring performance into pay and/or layoff decisions

- Assessing readiness for performance management confirmation

- Provide tools, resources, and consultation to help prepare the organization for successful performance management confirmation

Audience: Senior Management and HR Staff

Job Classification & Compensation

Overview of the New Classification System

Training Planning Tool Reference: Page 2

This information-sharing session provides an overview of the basis of the change and how the new system will work. Participants will:

- Learn tasks necessary to prepare for implementation with regard to position allocation

- Learn what to expect after the initial transition

- Have an opportunity for dialogue through Q&A

- Walk away with handouts to illustrate specific points

Note: Position Description Form (PDF)

- Feedback & Revisions   • Web Site Instructions   • Possible Webcast

Audience: Highly Recommended for HR Professionals

Delivery Modality: Informational Session

Instructor: DOP Staff

Length: 2 Hours

Compensation Basics for Agency Managers and HR Professionals

Training Planning Tool Reference: Page 2

This course covers a conceptual understanding of developing and applying a total compensation plan. Participants will learn:

- Key objectives to making a compensation plan successful
- How to use compensation to support strategic business goals
- Steps and techniques for developing a pay philosophy and communications approach
- Determining readiness to use performance as a criteria for making pay change decisions
- Application of learning to performance-based salary change decisions
- Determining compliance/non-compliance to Federal discrimination laws
- The role quality plays in achieving successful outcomes

Audience: Required for HR Professionals, Managers & Supervisors of agencies who are requesting Performance Confirmation. Highly recommended for all other HR Professionals and Managers & Supervisors

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff

Length: 2 Day

Employee Compensation Rules & Guidance

This course covers understanding and application of

- compensation and pay rules,

- rule variations of non-represented and represented employees,

- tracing of WAC rules,

- DOP guidance and agency policies.

Participants will learn:

- Plans and Policies
- Pay Practices
- Classification and Pay Salary Changes
- New Salary Change Tools

- Salary Surveying and Administration
- Legal Compliance and Quality Management
- Resources and Networking

**Audience: Required for HR Professionals with non-represented employees.
Highly recommended for Managers and Supervisors.
Delivery Modality: Instructor-led Classroom
Instructor: DOP Staff
Length: 2 days**

Fair Labor Standards Act

Training Planning Tool Reference: Page 2

This course will provide an overview of the Fair Labor Standards Act and its components.

Participants will learn:

- Differentiation and jurisdiction between FLSA and State Wage and Hour Law Approach to risk management and calculations of liability

- Working knowledge of Salary Basis and Duties Tests and time worked determinations

- Key changes to FLSA and their application

Audience: Highly recommended for HR Professionals, Managers, and Supervisors

Delivery Modality: Instructor-led Classroom

Instructor: DOP Staff
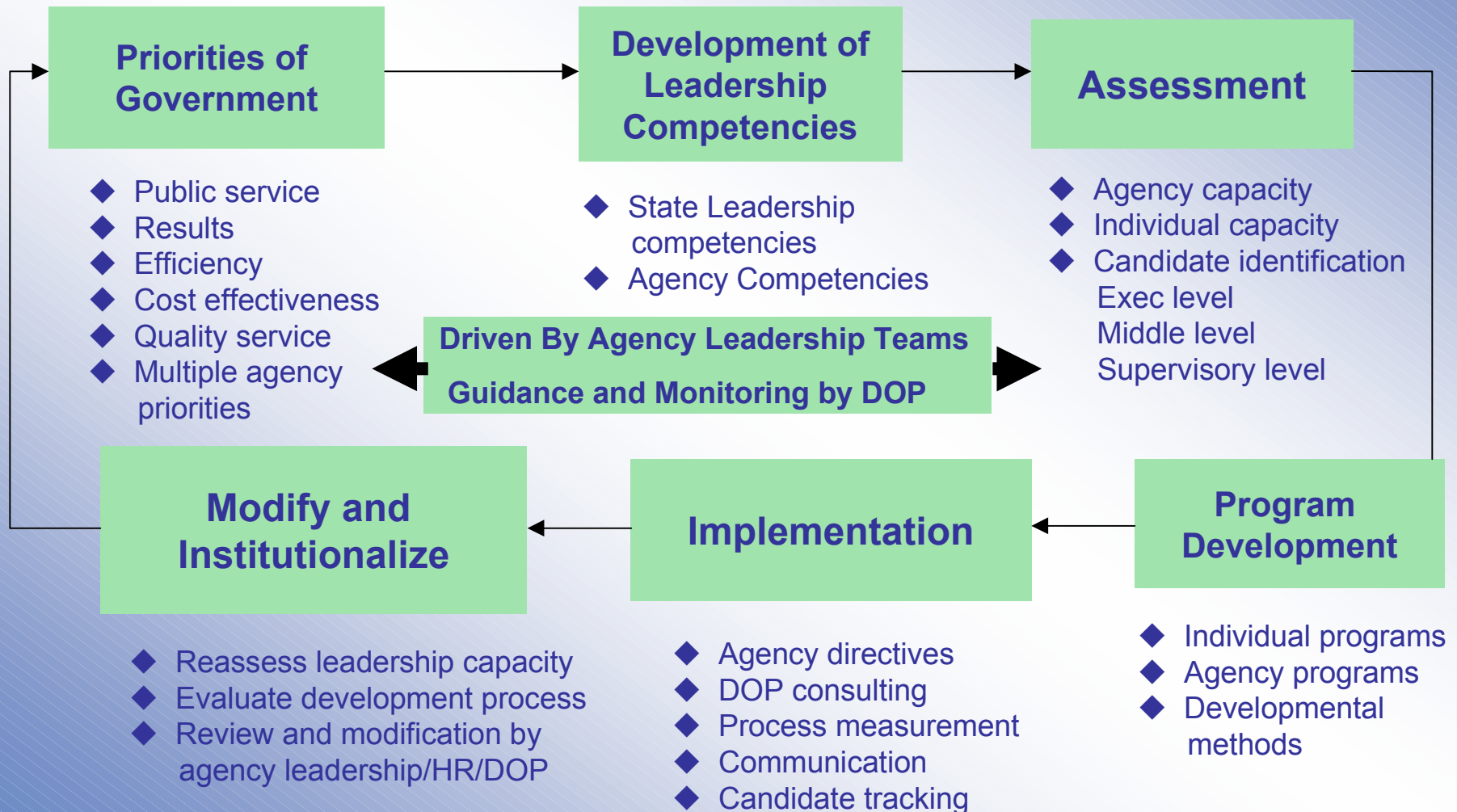
Length: 1 Day

Compensation Training Opportunities
Planning Matrix Overview

Training Course Title	Required or Highly Recommended	Intended Audience	Time Commitment	Course Availability
Compensation Basics for Agency Managers and Hr Professionals	Required for agencies requesting Performance Management Certification	HR Professionals	2 Days	November 2004
	Highly Recommended for all other agencies	HR Professionals , Managers and Supervisors		
Employee Compensation Rules and Guidance	Required for agencies with non-represented employees	HR Professionals	2 Days	February 2005
	Highly Recommended for agencies with represented employees			
Fair Labor Standards Act	Highly Recommended	HR Professionals	1 Day	October 2004
Performance-based pay (PBP) and other related recognition plan	Required if agency is seeking approval to implement PBP	HR Professionals Plan Development Team Members	Consulting Basis	October 2005
Incentive Pay Plans	Required if agency is seeking approval to implement an incentive pay plan	HR Professionals Plan Development Team Members	Consulting Basis	October 2005

Washington State (WS) Leadership Cadre Development

WS Leadership Cadre Development

Priorities of Government

- ◆ Public service
- ◆ Results
- ◆ Efficiency
- ◆ Cost effectiveness
- ◆ Quality service
- ◆ Multiple agency priorities

Development of Leadership Competencies

- ◆ State Leadership competencies
- ◆ Agency Competencies

Assessment

- ◆ Agency capacity
- ◆ Individual capacity
- ◆ Candidate identification
  Exec level
  Middle level
  Supervisory level

Driven By Agency Leadership Teams

Guidance and Monitoring by DOP

Modify and Institutionalize

- ◆ Reassess leadership capacity
- ◆ Evaluate development process
- ◆ Review and modification by agency leadership/HR/DOP

Implementation

- ◆ Agency directives
- ◆ DOP consulting
- ◆ Process measurement
- ◆ Communication
- ◆ Candidate tracking

Program Development

- ◆ Individual programs
- ◆ Agency programs
- ◆ Developmental methods

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Data Collection Tool (DCT)

Data Collection Tool

- Provide data/feedback to consider in designing the course curriculum and delivery methodology.

- Provide quantitative data to assess the CSR training needs of Agencies to determine number of course offers and locations.

- Provide input in the development of the CSR training course schedule.

- Assist in the GAP analysis of what Agencies need to successfully implement CSR and what services DOP can/should provide.

- E-mailed to Change Agents on Aug. 3

  - HR Professionals should utilize training planning tool to assess agency needs

- Agency data due Aug. 20 to DOP via Change Agent

(Only one data collection tool per Agency)

Summary

- Provided an overview of the CSR training course outlines.

- Gathered input on "draft" course outlines.

- Provided an overview of the Leadership Cadre development.

- Discussed the DCT, feedback process, and deadline to DOP.

What's Next?

- Data Collection Tool Information Analyzed
  - August 2004

- On-going coordination of CSR/HRMS training for release-2 functions and processes using new rules

- CSR Training Schedule Developed
  - Late September 2004

- Agency Readiness for CSR Implementation

Thank you for your feedback!

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Plus

What went well…

How did this day work for you?

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Delta

What would you change…

How could we improve for the future?